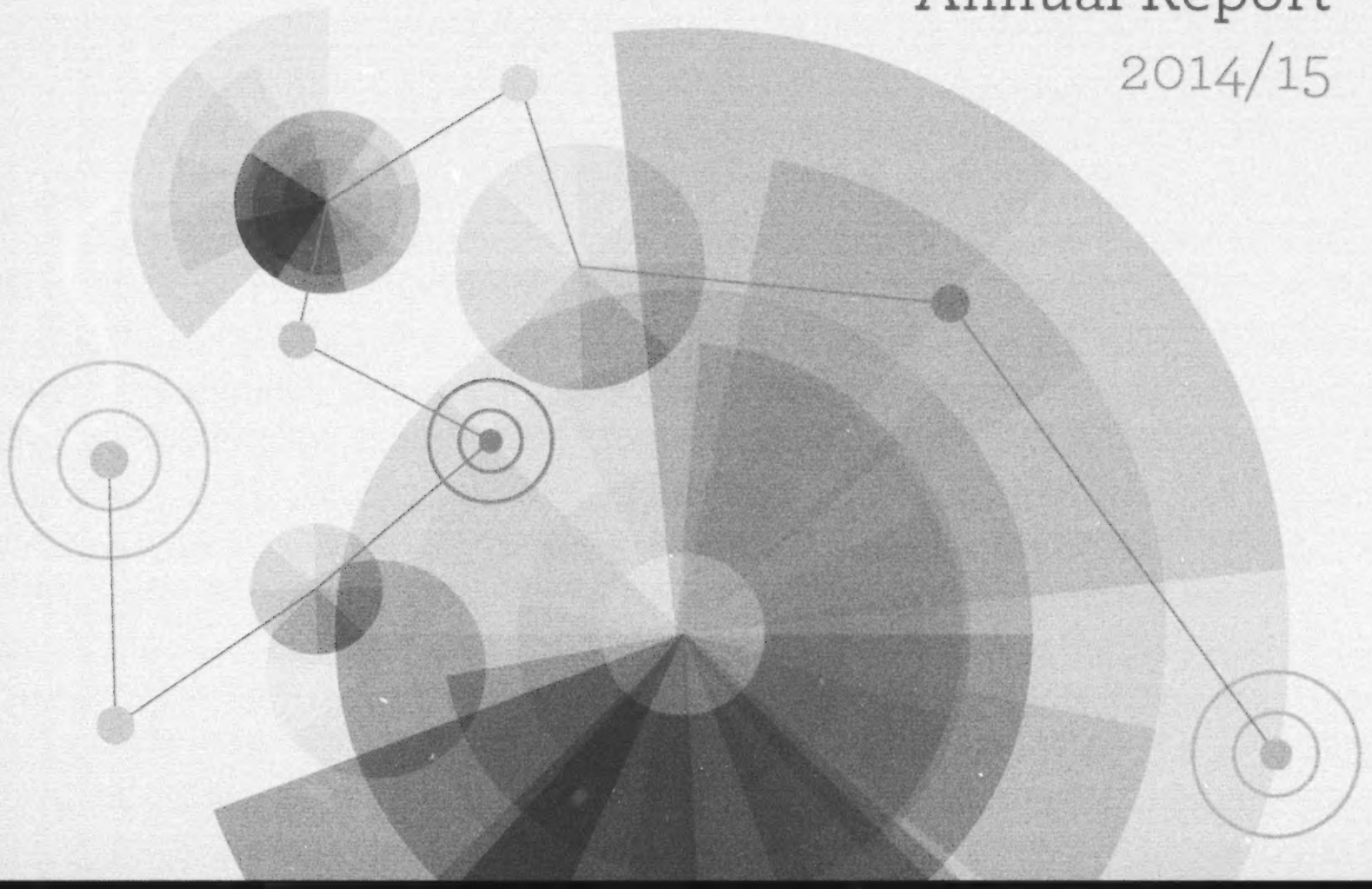
BRITISH COLUMBIA
BC Public Service

Where ideas work

BC Public Service Agency Annual Report

2014/15



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A Message from Elaine McKnight

In 2014/15, the BC Public Service Agency has continued to focus on refining how we deliver HR services. In last year's report, we reflected on areas where the voice of the customer indicated we needed to focus: improving timeliness, reducing customer effort, ensuring consistency of advice, and understanding our customers' business. These remain an important part of our ongoing improvements – a key foundation on which we can provide greater leadership to support the BC Public Service's HR needs.

We focus now on maturing our service model, which requires a new approach to measuring quality that sharpens our ability to make the right improvements. The Agency has also identified three strategic priorities to address growing areas of demand in human resource services for ministries and government as a whole:

1. Review and update the hiring program for the BC Public Service.
2. Design and implement new approaches to succession planning and talent mobility that will improve the management, development, and recruitment of employees.
3. Develop, implement and refine the spectrum of conflict management services to assist ministries in managing conflict and disputes in the workplace.

Each of these priorities requires that we assess ministry needs and the performance of our current service delivery. That assessment will inform strategies which we will develop and implement to reposition our organization to effectively meet customer needs.

Within the Agency, we must prioritize our own resources and align our efforts to effectively lead government's human resource strategy and maintain critical services for the citizens of British Columbia. Strengthening our partnership with ministries, including Strategic Human Resources, will also be critical in the coming year, not only in understanding those HR needs but also in making the necessary changes and investments in hiring, succession planning and conflict management that government needs to succeed.

ELAINE McKNIGHT
Deputy Minister,
BC Public Service Agency

Organizational Context

Changing demographics, such as an aging and increasingly diverse population, continue to influence employers in many ways from rising health costs to increased employee movement.

Fiscal and Demographic Challenges

While the economy is showing signs of recovery, Canada remains in a period of fiscal restraint as federal and provincial governments work to balance budgets and bring deficits under control. These ongoing budget constraints make finding ways to deliver public services in a more effective manner a high priority. Ministries are required to achieve their mandates with limited resources, and the Agency operates in the same environment, which is challenging when demand for services increases. We know, for instance, that time to hire has significantly increased with the higher volume of requisitions experienced over last fiscal. Because we are not in a position to hire significant new resources, it is incumbent on us to refocus on those core functions you rely upon. In our work over the coming year, you'll see renewed attention to those areas.

Changing demographics, such as an aging and increasingly diverse population, continue to influence employers in many ways from rising health costs to increased employee movement. While recent global economic influences have delayed the retirement of many baby boomers, a recovering economy is encouraging this cohort to exit the workforce in growing numbers. This exodus, when combined with fewer entrants to the workforce, brings about both labour and skill shortages.

One impact is that many applicants are coming from other parts of government, making hiring "churn" a significant organizational reality. Another is that we have greater numbers of supervisors new to managing staff: new to managing conflict, employee performance, the hiring process, and other supervisory responsibilities. We also have more senior leaders poised to retire and a smaller pool of experienced executive to take their place.

Agency Accountabilities

Our priority is supporting the BC Public Service in facing these strategic shifts and in getting down to business with day-to-day HR needs. Our Agency functions are aligned to meet those needs.

As benefits costs comprise an increasing percentage of the total cost of employment, we are working to contain them through a proactive and preventative approach to supporting a healthy and productive workforce.

In the face of budget pressures, we sought to help you more effectively manage your STOB 50s. Our **HR Analytics site** has allowed ministries quick, easy access to relevant data needed to manage workforce pressures more effectively.

In addition, we have also been there to support your staff with their day-to-day HR needs. They look to us for help in foundational areas like job placement, pay, and leave management, as well as more complex areas like supervising and leading people. This support is accessed through both self-service tools and our HR subject matter experts.

Supporting Employees through MyHR

- The MyHR website received **2,776,915** hits from April 2014 to March 2015.
- Top-searched items align to the foundational HR services we offer: employment opportunities, job store, competencies, benefits, collective agreement, standards of conduct, courses, performance management, retirement, pension, and leave management.
- Customers submitted **163,658** MyHR service requests from April 2014 to March 2015.

BC Public Service Agency's Core Functions

PUBLIC SERVICE HUMAN RESOURCE PLANNING, LEGISLATION AND GOVERNANCE

- Public Service, Labour Relations and Benefit Plan Acts
- Workplace Safety Services
- Human Resource Strategy
- Development Corporate Policy
- Bargaining and Agreements

HUMAN RESOURCE PROGRAMS

- Hiring Program
- Pay and Benefits
- Organization Design and Classification
- Payroll Services
- Employee Relations
- Occupational Health and Return to Work Programs
- Corporate Systems (PeopleSoft, TOL, MyHR etc.)
- Records Management

EMPLOYEE PERFORMANCE AND DEVELOPMENT PROGRAMS

PERFORMANCE

- MyPerformance
- Coaching Program

LEARNING

- Learning Centre
- Pacific Leaders
- Internship Programs

TALENT MANAGEMENT

- Workforce Planning
- Talent Mobility (in development)
- Succession Planning (in development)
- Executive Development

CORPORATE INITIATIVES

- Communication, recognition, events and publications
- @Work information and engagement site
- PECSF
- Health Promotion Programs
- Lean BC

CORPORATE RESOURCES AND ASSISTANCE

- Executive Advisory Services
- Organizational Development Services

Our Approach to Continuous Improvement

A significant focus for the Agency this year was establishing a new measurement approach allowing us to more meaningfully assess customers' experience.

Measuring Better to Deliver Better HR Services

As foreshadowed in our 2013/14 Annual Report, a significant focus for the Agency this year was establishing a new measurement approach allowing us to more meaningfully assess customers' experience. Doing so, we can best target our efforts to provide improvements that meet customers' needs. The new survey program has adopted the qualities of the most effective and cutting-edge programs of its kind, setting it apart from traditional satisfaction surveys. The survey also measures the reliability, responsiveness, and relationships we are continuing to embed in our service delivery culture, and is part of a larger program that makes use of a variety of feedback channels and research methods in order to create the most complete, informed picture of necessary improvements.

First Things First – Improving the Hiring Experience

Implementing this new measurement approach across all of our service areas will take some time, so we are prioritizing what we are focusing on first, based on the most acute pain points for customers and where there is highest volume. With this in mind, we started with hiring services.

The Results

At a high level, survey responses about overall satisfaction with hiring services show that while customers are generally satisfied with the support they receive from staff throughout their service experience, they are much less satisfied with the amount of time taken to complete their request.

The Hiring Services Survey

The hiring services survey is an automated, continuous 'point-of-service' survey. Hiring managers or the primary contact on a requisition receive an invitation shortly after they have completed a hiring process when the service is fresh in mind.

Customer Satisfaction questions

I was satisfied with this service experience.	**74%** of respondents agreed.
I was satisfied with the total amount of time taken to complete my request.	**59%** of respondents agreed.
Staff provided sufficient support throughout.	**77%** of respondents agreed.

- Our staff are considered very professional, knowledgeable, and a source of accurate information.
- We need to do a better job of informing employees about what to expect from the process.
- The lack of timely service is significantly reducing customers' overall satisfaction.

The questions deemed to measure reliability, responsiveness and relationships that received the highest level of agreement and disagreement in the survey results are shown in the table below. The questions with highest agreement provide some insight into why our customers agree that staff provide sufficient support through the service.

Highest Agreement

Staff were professional (Relationship measure).	**92%** of respondents agreed.
Staff were knowledgeable (Reliability measure).	**88%** of respondents agreed.
I received accurate information from Agency staff (Reliability measure).	**83%** of respondents agreed.

"Staff were friendly and helpful and provided wise counsel when needed!"

Highest Disagreement

Staff were professional (Relationship measure).	18% of respondents disagreed.
Throughout the service, I knew what to expect next in the process (Responsiveness measure).	14% of respondents disagreed.
I dealt with an appropriate number of Agency staff through the process (Responsiveness measure).	13% of respondents disagreed.

> *"The whole process takes way too much time. The process is confusing and the forms [are] a pain to deal with... there are always changes from the last time I hired and it's confusing every time."*

Identifying Solutions: 4 Actions to Improve Hiring

In the first five months of continuous, 'point-of-service' surveying, we are developing a more robust understanding of factors impacting customer satisfaction with hiring services so that we can prioritize our improvement efforts. In the comments section of the survey, we have evidence that customers have already noticed some of the improvements.

These improvements also speak to the four themes identified in last year's report as elements critical to customer satisfaction.

- Improving timeliness
- Reducing customer effort
- Better understanding of customer needs
- Ensuring consistency of advice

> *[T]he hiring documentation 'folder system' is a great help and keeps everything organized.*

1. One Point of Contact: Reducing Customer Effort and Better Understanding Customer Needs

Customer feedback tells us hiring managers want to deal with only one person for their competition, have smoother (and fewer) hand-offs and not need to repeat needs to hiring staff. Dealing with one person makes a hiring manager feel better understood and supported, and saves effort.

In January 2015, we changed our processes so that hiring managers now work directly and exclusively with a hiring advisor assigned to them who develops a relationship with that customer, gets to know his or her business, and can then provide personalized service and more suitable advice.

2. Better System for Documentation: Reducing Customer Effort

One of the questions we ask customers is, "What aspect would you most like to see improved within the Agency's hiring services?" A large proportion of the feedback related to improving and reducing the number of collateral materials or documents involved in hiring, or improving how those are managed.

The Agency has responded by introducing a new SharePoint site where hiring managers can easily upload files. Improvements to the documentation process have already been noticed: "...the flexibility with submitting the documentation was appreciated. Even though I didn't experience it with this competition, the move to a SharePoint site seems like a good idea."

> *I like having a specific person associated with the request. They did not bounce me around.*

3. New Choices: Improving Timeliness

Customers want to see hiring services more efficiently delivered. The more appropriate the service, the faster customers can move through the process.

This summer, we are launching a new method for hiring managers to contact us to start their hiring process. Customers will have a choice in selecting the level of service they need. Being able to choose the right door at the beginning will help speed up the process for those who don't require as much direct support. What is more, hiring managers will be able to directly track the status of their hiring requests.

4. Sector Teams: Better Understanding Customer Needs and Ensuring Consistency of Advice

We know that customers want us to better understand their business. In January 2015, we established sector teams to help us meet this need. Sector teams allow for service based on knowledge of the nuances of like ministries, with similar types of jobs, competencies, and talent sources, and allows for a relationship with a smaller, select group of hiring managers.

What's Next?

We are now working on bringing the next survey forward that will cover another core function critical to customers: the processing of pay and benefits. Together hiring and pay and benefits represent approximately 80 per cent of our transactional business volume.

Service Level Agreements

This new approach to measurement includes retiring our existing Service Level Agreements. With a more fulsome understanding of customer needs related to our core HR functions, our new approach to measurement will help inform future service agreements.

Core Functions Update

We recognize that to be trusted HR leaders in the BC Public Service, we need to continuously attend to those core services that are essential to our customers.

We've made progress in the past year towards ensuring we are delivering the right services well. In the areas of compensation and benefits, HR data, learning supporting a healthy workplace, and employee relations, we are pleased to report refinements or enhancements. In the area of hiring, refinement of tools and technology is not enough: in this update, we report on the strategic shifts required in hiring and steps we've taken toward them.

1. Compensation and Benefits

Our standards for this core function remain very high. We ensure employees receive their due pay and benefits accurately and on time, and are able to access information when they need it. In all four areas where we measure transaction processing, we have exceeded our targets.

- Timeliness of transaction processing: **99.84%**
- Payroll processing accuracy: **99.99%**
- Benefit enrollment: **97.23%**
- Accuracy of transaction processing: **98.69%**

This core function continues to experience the highest volume of service requests. We know that there is room for improvement in reducing customer effort and finding efficiencies. We are currently working on implementing our new approach to measurement in this area, with a customer service survey launching this summer.

2. Managing Your HR Data

Customers rely on us not only to safeguard HR information but also to make it easily accessible and useful to those who should have access to it. The HR Analytics site continued this past year to deliver accessible, quality data. What is more, we have been enhancing and adding to our self-service HR data resources.

a) The Manager Dashboard, which places information at supervisors' fingertips to help them manage their teams, was further enhanced this year to show leave balances. This enhancement was a direct response to supervisors asking for easier access to information about their teams' leave balances.

b) Another enhancement made this year was incorporating ministries' organizational hierarchies into the data warehouse. By partnering with Strategic HR, we created a business process that enables ministries to access employee information broken down by division and branch, helping them to better analyze their workforces.

c) At the end of the last fiscal year, we modernized legacy reports for Strategic HR to be more useful for today's environment. Since then, we've added several additional reports to the HR Analytics site. What is more, we have worked in partnership with them through the HR Reporting Working Group to inform enhancements and additional reports – thus ensuring we are doing a better job of meeting their information needs.

- HR Analytics site average monthly hits: **500**
- The number of new reports available this year: **13**

When we as a public service have better data for workforce planning, we're in a stronger position to work together towards better human resource management to meet government's needs.

In addition, last year we made personal data more accessible to employees. As of April 2015, 214,204 records were transferred into a system that reduced the number of steps needed to search for, track, and fulfill daily requests for files. Our staff can now serve ministry employees who need access to personnel files more quickly and efficiently.

3. Learning

Learning is a way of investing in people while supporting ministries in delivering their core functions. From Supervisor Essentials and Coaching Approach to Conversations to Managing Conflict, our courses in 2014/15 supported the three enduring goals within the corporate human resource plan **Being the Best** to build our internal capacity, improve our competitiveness, and manage for results.

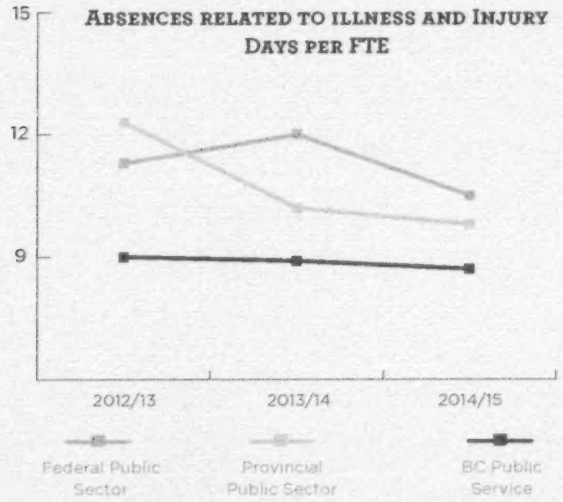
Number of employees who took Building a Respectful Workplace, Managing Conflict, Discrimination Prevention Workshop, and Leading Organizational Change for Supervisors in 2014/15: **1,693**

Significant changes – both internal and external to government – have occurred since 2008 when we last conducted a formal learning needs assessment of the BC Public Service. Those changes have resulted in increased demand for new resources, courses and learning frameworks, and other supports. We need to prioritize where we put our resources to provide you with the learning services that truly meet your needs. Therefore, in 2015, the Learning Centre will be undertaking another learning needs assessment to comprehensively meet today's and tomorrow's BC Public Service learning needs.

4. Supporting a Healthy Workforce

Where employees are supported to optimize their health, ministries are better positioned to serve the needs of the public. However, a workforce with changing demographics, and a rising prevalence of chronic disease in the population in general, are challenges faced by all employers, including the BC Public Service.

One of the ways we measure the health of our workforce is the number of days lost due to illness and injury. For the BC Public Service, the number of days lost over the last several years has slowly been decreasing despite our aging workforce. The BC Public Service also compares favourably against the average days lost in the Canadian provincial public sector and the federal public sector.



This positive trend reflects our ongoing focus on health promotion and prevention services, at-work supports for employees with illnesses or injuries, and timely rehabilitation and return to work for employees who are off work due to an illness or injury.

5. Employee Relations: Implementing Best Practices

In response to the report prepared by independent reviewer Marcia McNeil, the Agency established an action plan to address the key finding in the report. Prior to receiving Ms. McNeil's report, the Agency had already been working to improve the way the BC Public Service responds to allegations of employee misconduct; however, the action plan provided additional measures that needed to be addressed. While the majority of the action plan has been completed, the Agency will continue to pursue further activities to ensure continued alignment with best practices, including on going enhancements to current training (e.g. LR 101, 201, 301) for supervisors and managers.

6. Hiring

As we mentioned earlier, hiring has continued to be our most sought-after service and one where we know improvements are needed. Over the past several months, the Agency has experienced a sharp rise in demand for hiring services that is stretching our ability to meet customer needs, and it is expected that this current level of demand will continue. We must change our business practices to effectively handle this high volume of demand in a sustainable and effective manner.

We are making a number of positive changes, some outlined in the previous section on our new approach to measurement, that improve timeliness, reduce customer effort, and allow us to better understand customers' business with regard to hiring.

The Agency currently has a number of talent acquisition strategies providing an opportunity to identify, mobilize and develop talent across the public service more effectively and efficiently. Some of these strategies are:

- Corporate-wide applicant inventories;
- Improvements to the Job Store, and;
- Standardizing job titles.

Posting a Job...

I was satisfied with the quality of job posting documents.	85% of respondents agreed.
I was satisfied with the amount of time it took to post the position	64% of respondents agreed.

More Strategic Approaches

However, to truly improve our service, we need a more strategic approach to hiring. In 2014/15 the Agency has taken steps to build a multi-year roadmap towards this significant shift in approach.

One of the most pressing issues that this shift addresses is the current state of hiring, which is comprised of an ad hoc response to filling vacancies individually as they arise – essentially one vacancy to one posting. This approach demands effort from hiring managers to post, screen, assess, conduct past work performance reviews, and provide feedback each time a vacancy occurs. With over 5,800 requisitions and 3,500 postings in the 2014/15 fiscal year, this practice is not sustainable and the financial and human resources drain is significant.

These elements will contribute to the implementation of our roadmap and create significant efficiencies. For example, establishing applicant inventories facilitates a consistent job profile, screening and assessment and the provision of a pool of pre-screened applicants to managers.

Corporate-wide applicant inventories are currently being identified, and, in the fall of 2015, a clerical inventory in Victoria will be launched. This inventory will decrease the time to hire employees at the Clerk 9 level and will provide hiring managers with a pre-assessed pool of candidates. This approach will provide consistent screening and assessment; eliminate the duplication of work for hiring managers; and, lastly, provide a seamless experience for applicants.

Through the past year, we have partnered with other ministries that required help meeting unique hiring needs, such as meeting statutory or regulatory requirements. The examples below outline how we tested and refined new hiring approaches that in turn can be used for future partnerships with individual ministries.

1. BC Timber Sales, Ministry of Forests, Lands and Natural Resource Operations

Under the managed staffing plan, staffing levels at BC Timber Sales (BCTS) decreased and significant numbers of staffing approvals throughout 2014 resulted in BCTS seeking help in managing the volume of staffing actions.

Through a six-month project partnering with the Agency to manage the increasing hiring volume so BCTS could focus on its regular business, 27 vacancies were filled, including positions in hard-to-recruit locations. In the process, we realized significant improvements in the hiring process, working across BCTS' 12 business areas to combine like positions into multi-location postings. The largest single posting included 15 vacancies across five disparate locations, from the west coast to the north.

2. Ministry of Jobs, Tourism and Skills Training (JTST), Labour Market Immigration Division/Economic Division

This project involved filling 25 positions for the Labour Market Immigration Division and 10 positions for the Economic Immigration Division. The Agency provided the ministry with advice and design expertise for round-robin interviews. In addition to filling approximately 35 positions through this approach, the Agency also increased JTST's in-house capacity for this more efficient and innovative approach to hiring. In particular, we provided new Hiring for Excellence training along with orientations on interviewing and round-robin interviewing.

3. Financial Institutions Commission, Ministry of Finance

The Financial Institutions Commission (FICOM) regulates the pension, financial services and real estate industries in British Columbia. In order for FICOM to meet its statutory requirements under the Financial Institutions Act, it requires adequate staffing levels. In 2014/15, a project approach was adopted to meet FICOM's significant challenges in staffing their highly specialized and in-demand positions; the Agency supported FICOM through adjustments to organizational structure and compensation, as well as a project approach to hiring. In the process of filling vacancies, we made improvements to job profiles, explored new avenues for marketing, and improved awareness within the organization of merit-based best practices in hiring.

Strategic Workforce Investments

In addition to strategic shifts in hiring, we are making investments in key areas that will position us as leaders in supporting government to take a more strategic approach to HR in the BC Public Service.

1. Hiring: A Strategic Orientation

As outlined in the previous sections, in 2014/15, the Agency has been leading government toward a strategic shift in hiring. Through partnering with ministries over the past year and developing talent acquisition strategies such as standardizing job titles, we have laid the groundwork for government to practice more modern and efficient ways of hiring, sharing and developing employees. Following our multi-year roadmap, in the coming year we will continue to lead the implementation of more strategic approaches to hiring corporately.

2. Succession Planning: Investing in our Future

With succession planning being a key strategic focus for government, over the past year, we delivered a full round of Strategic Leader reviews and offered new learning opportunities for employees at the SL level. Building upon this, we will be designing and implementing new approaches to succession planning and talent mobility to improve the management, development and recruitment of employees. Currently, the movement of staff in the BC Public Service is mostly through lateral transfers managed using the hiring program, which drains resources from other hiring needs. Developing an internal mobility strategy is required to effectively move resources to where they are most needed, while also making opportunities more visible and available to internal candidates, thereby increasing engagement. This strategy will also provide a consistent means of supporting the mobility of core and critical talent corporately and within ministries, as well as supporting individual career development.

Strategic workforce planning is future-focused and uses information about the current and future workforce and organizational needs to plan for gaps. Due to recent fiscal constraints, the BC Public Service has needed to become more focused on immediate needs. However, we cannot ignore the demographic shifts facing us, and need to return to more strategic future-focused workforce planning.

We will work in partnership with ministries to build a more data-driven approach to workforce planning that can inform targeted talent management activities such as succession planning, internal mobility, leadership development, and employee development and training programs. This more strategic approach will better enable the BC Public Service to attract, develop and retain employees with the skills we will need in the years to come.

3. Conflict Resolution: Supporting a Continuum of Needs

The Agency conducted a Lean process survey and learned that our customers want more conflict management tools to help deal with workplace disputes and conflict. The rights-based (labour relations) end of the conflict management continuum is well developed and operating effectively; however, the need for early dispute resolution has been identified to address the source of the problem before it reaches the crisis, complaint or grievance stage. As a result, the Agency has prioritized developing a broader spectrum of conflict management services.

The strategy is to provide ministries with assistance and tools that will increase capacity to effectively manage disputes and conflict in the workplace. Resolving conflict more effectively can have a variety of benefits from increased employee engagement to less staff turnover.

Investments in these three areas will have widespread benefits for employees on the ground, as well as for those tasked with ensuring the workforce is equipped to do ministries' core business.

- Learning
- HR Advisory
- Coaching
- Mediation
- Policy
- Legislation
- Employment Relations Advice
- Investigations
- Grievance Management
- Arbitration

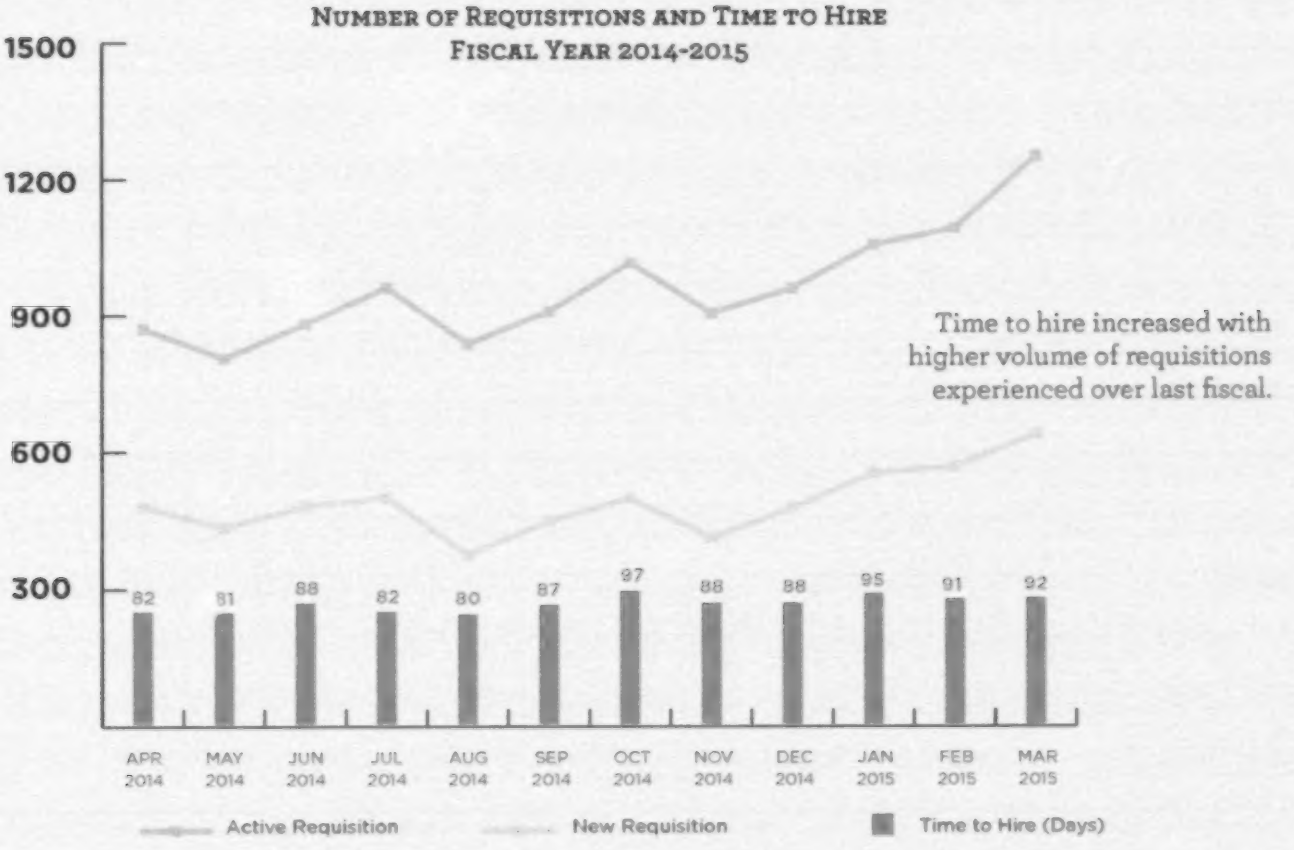
The Year Ahead

In the year ahead, our efforts to refocus resources will help take the BC Public Service forward in the face of demographic shifts, continued fiscal constraints, and the need to deliver the highest-quality service to a population with ever-evolving needs.

In addition to our focus on getting it right with the core HR functions we deliver, three strategic priorities will take centre stage in our efforts. We look forward to partnering with you on **improving hiring; succession planning; and conflict management** — key supports for the BC Public Service this year and in the years to come.

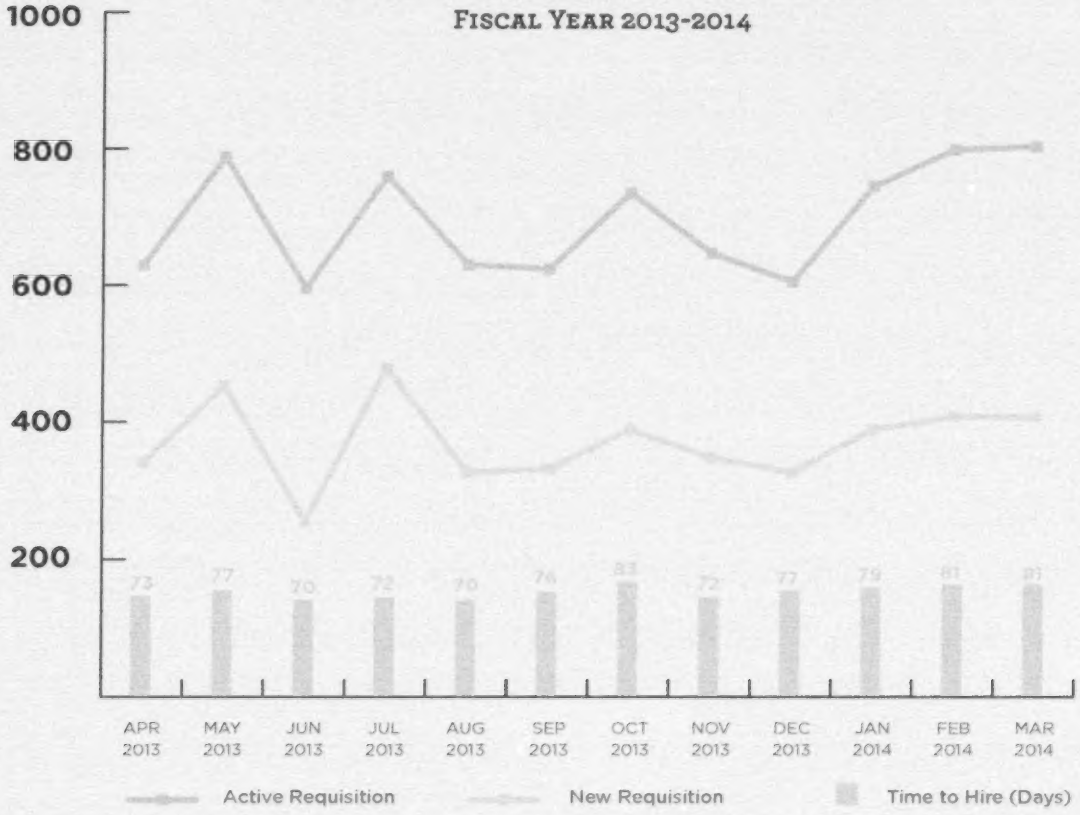
We've outlined our new approach to measurement and some of the ways we have already implemented this program of aligning customer feedback with our processes. Over the coming year, this approach will continue to gain momentum with the launch of our next survey and continued development of robust measurement covering key areas of service. We are an HR organization built on a world-class service delivery model, focused in 2015/16 on refining our services and how we work with you in order to support a high-functioning public service. We look forward to being your bold, innovative, caring, and expert human resource partners – your ally for success in a year of refocusing and partnership.

Appendices



Time to hire increased with higher volume of requisitions experienced over last fiscal.

Number of Requisitions and Time to Hire
Fiscal Year 2013-2014



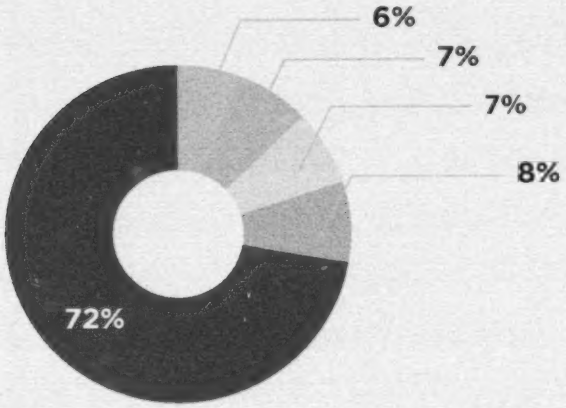
Hiring Services Customer Survey Results: November 2014 – March 2015

Overall Agreement Questions	% of Respondents			Average Score /100
	Disagree	Neutral	Agree	
OVERALL SATISFACTION				
I was satisfied with this service experience.	13%	12%	74%	**74**
I was satisfied with the total amount of time taken to complete my request.	22%	19%	59%	**64**
Staff provided sufficient support throughout.	9%	13%	78%	**79**
USING MyHR				
Information was clear.	7%	20%	73%	**72**
Information was useful.	8%	20%	72%	**73**
The website is visually appealing.	20%	30%	51%	**60**
Search engines worked well.	27%	25%	48%	**57**
Forms and templates were easy to find.	33%	27%	40%	**54**
Forms and templates were easy to use.	22%	23%	55%	**61**
Overall, I found what I needed on MyHR.	11%	29%	60%	**67**
RELIABILITY				
Staff were knowledgeable.	5%	8%	88%	**85**
Staff met mutually agreed upon timelines.	11%	10%	79%	**80**
Staff had access to the history of my request so I did not have to repeat myself.	8%	12%	80%	**81**
I received accurate information from Agency staff.	3%	13%	83%	**82**
I received consistent advice from Agency staff.	9%	12%	79%	**79**
Instructions provided were straightforward and easy to understand.	13%	13%	74%	**74**
RELATIONSHIP				
Staff were professional.	2%	5%	92%	**88**
Staff understood my business needs.	8%	12%	80%	**80**
Staff took the time to fully understand my needs before acting.	9%	11%	80%	**79**
I believe Agency staff truly cared about my request.	9%	14%	77%	**79**
I view the Agency's hiring staff as recruitment experts.	12%	16%	73%	**75**
I was given advice on how to complete the process most effectively.	12%	18%	70%	**73**
I was confident in the Agency's ability to handle my request.	10%	14%	76%	**77**
RESPONSIVENESS				
Staff followed up throughout the service to ensure I got what I needed.	10%	16%	74%	**76**
Staff responded in a timely manner.	18%	11%	71%	**73**
Someone at the Agency took ownership of my request.	11%	10%	79%	**78**
I dealt with an appropriate number of Agency staff through the process.	13%	13%	75%	**75**
Throughout the service, I knew what to expect next in the process.	14%	15%	70%	**73**

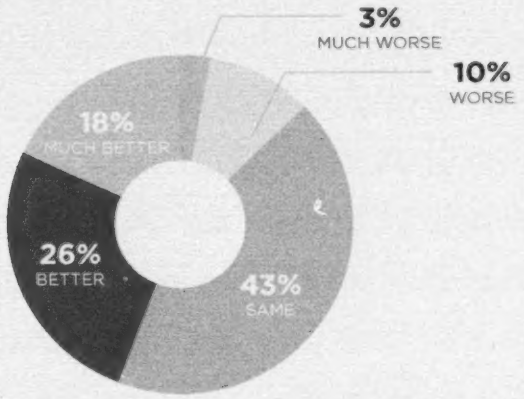
Specific Services Questions	% of Respondents			Average Score/100
	Disagree	Neutral	Agree	
INITIAL CONTACT				
I was able to start my service request without difficulty.	6%	11%	83%	**83**
The Agency staff member I had initial contact with connected me with the appropriate groups/resources.	4%	11%	85%	**84**
The Agency staff member I had initial contact with explained the whole process and the steps I needed to take.	8%	14%	78%	**79**
CLASSIFICATION				
I understood the classification level I received in the end.	6%	6%	87%	**85**
The final job profile fit my vacancy well.	6%	6%	88%	**86**
I was satisfied with the support I received during the classification process.	13%	13%	74%	**77**
MARKETING AND RECRUITMENT				
I was satisfied with the information offered to me about the Agency's marketing services.	4%	17%	79%	**81**
I was satisfied with the ability of the marketing tools to source qualified applicants.	17%	17%	67%	**70**
I was satisfied with the value of the recruitment strategy for my competition.	16%	8%	76%	**73**
I was satisfied with the explanation of my responsibilities.	8%	8%	85%	**82**
I was satisfied with the recruitment strategists' understanding of my needs.	4%	19%	77%	**80**
EXCLUSION REVIEW				
I was satisfied with the level of coaching provided during the exclusion review.*	0%	0%	100%	**83**
I was satisfied with the amount of time it took to complete the review.*	0%	50%	50%	**69**
POSTING A JOB				
I was satisfied with the quality of job posting documents.	4%	11%	85%	**81**
I was satisfied with the amount of time it took to post the position.	21%	15%	64%	**68**
CANDIDATE ASSESSMENT				
I was satisfied with the amount of assistance available to help develop assessment tools and tests.	7%	19%	74%	**77**
I was satisfied with the quality of assessment tools and tests provided by the Agency.	8%	21%	71%	**75**
ACCESSING AN ELIGIBILTY LIST OR CANDIDATE POOL				
I was satisfied with the quality of pre-screened candidates provided by the Agency.	11%	16%	74%	**71**
I received high quality candidates to select from.	10%	21%	68%	**71**
I was satisfied with the quality of pre-screened candidates provided by the Agency.	11%	16%	74%	**71**
CONFIRMATION OF NEW HIRE				
I was satisfied with the process around confirming the successful applicant (e.g; ref. checks, criminal record).	13%	17%	70%	**72**
I was satisfied with the process around managing offer, regret and confirmation letters.	14%	13%	73%	**73**
I was satisfied with the time it took to enter new employee information.	7%	13%	80%	**77**
I was satisfied with the accurate entry of new employee information.	3%	16%	81%	**79**

*Indicates questions with a low population (<10 responses), these results may not be representative

Channels to Start a Hiring Action



Expected Level of Service

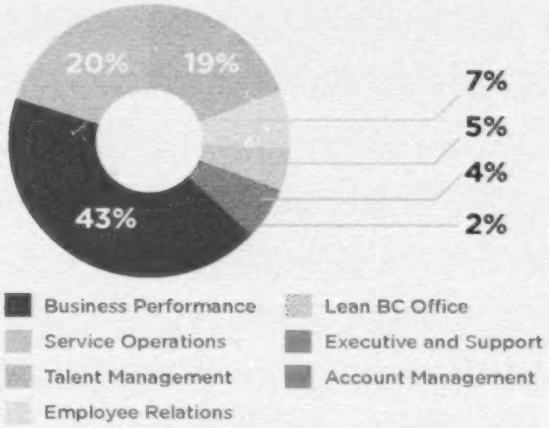


BC Public Service Agency 2014/15 Expenditures

Agency Operations

	FY 2014/15
Business Performance	$ 22,605,650
Service Operations	$10,654,113
Talent Management	$9,719,641
Employee Relations	$3,737,740
Lean BC Office	$2,536,000
Executive and Support	$2,076,916
Account Management	$1,058,330
	$52,388,390

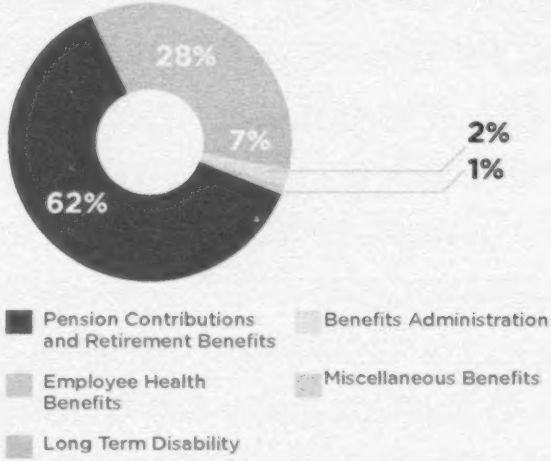
Proportion of Agency Operations Vote Expenditures by Division



Benefits Vote

	FY 2014/15
Pension Contributions and Retirement Benefits	$ 277,010,826
Employee Health Benefits	$ 126,254,850
Long Term Disability	$ 33,207,329
Benefits Administration	$ 6,920,153
Miscellaneous Benefits	$ 2,325,357
	$445,718,515

Proportion of Benefits Vote Expenditures by Sub-vote



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BC Public Service

Where ideas work

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